



DEPARTMENT OF THE ARMY
HEADQUARTERS, TRAINING SUPPORT BATTALION
10000 HAMPTON PARKWAY
FORT JACKSON, SOUTH CAROLINA 29207-7025

REPLY TO
ATTENTION OF

ATSG-SB

30 August 2004

MEMORANDUM FOR All Training Support Battalion (TSB) Personnel

SUBJECT: Policy Memorandum #1 – Training Support Battalion Policy Memoranda

1. Policy memoranda formalize important basic operation principles and provide members of the Battalion with a common understanding of how we do things – thus standardizing behavior and simplifying our work. They should not duplicate existing guidance found in regulations or other publications, unless required to amplify the importance of the particular policy.
2. Approved published policies apply to all permanent party and student personnel assigned/attached to the Battalion, and are punitive in nature. Violators are subject to prosecution under Article 92 of the Uniform Code of Military Justice and/or adverse administrative action. Civilian personnel violating a policy are subject to disciplinary action as appropriate. Published policies should be posted on unit/activity bulletin boards or electronic mediums. Further, commanders must ensure newly assigned personnel understand these policies, preferably through training at their new arrival orientation program.
3. Policies may be revised, rescinded or established over time. Recommendations for new memoranda or revisions to existing policies will be submitted for my review and approval.
4. *One Team, One Mission!*

A handwritten signature in cursive script, reading "William B. Brents".

WILLIAM B. BRENTS
LTC, FC
Commanding



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MEMORANDUM FOR All Training Support Battalion (TSB) Personnel

SUBJECT: Policy Memorandum #2 - Open Door Policy

1. My door is always open to any member of this command, military or civilian, who has an issue or problem that cannot be satisfactorily resolved by their respective (lower and/or school supervisory) chain of command. Subordinate commanders in the Training Support Battalion have established similar open door policies, but on occasion it may be necessary to bring matters to my attention.
2. To ensure my availability and to also best utilize the hours within your duty day, coordination is to be made through the Battalion Executive Officer, Battalion Command Sergeant Major, or the Battalion Secretary.
3. Units will display this memorandum on all unit bulletin boards and will announce provisions of the open door policy to soldiers on a periodic basis.
4. *One Team, One Mission!*

William B. Brents
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MEMORANDUM FOR All Training Support Battalion (TSB) Personnel

SUBJECT: Policy Memorandum #3 - Prevention of Sexual Harassment (POSH)

1. I am totally committed to the Army's Sexual Harassment Policy, which demands respect for the human dignity of all soldiers, their family members, and Department of the Army civilians. Sexual harassment is a violation of professional ethics and integrity. It is unacceptable conduct and will not be tolerated. Sexual harassment destroys teamwork and negatively affects command readiness. The prevention of sexual harassment is everyone's responsibility. Leaders set the standards for soldiers and DA civilians to follow.
2. Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, request for sexual favors, and other verbal/physical conduct of a sexual nature when:
 - a. Submission to, or rejection of, such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; or
 - b. Submission to, or rejection of, such conduct by a person is used as a basis for career or employment decisions affecting that person; or
 - c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or it creates an intimidating, hostile, or offensive working environment.
3. Soldiers, family members, and DA civilians should report all cases of sexual harassment through their chain of command, EO Representative, TSB EO Advisor, or one of the alternate agencies listed in AR 600-20, Appendix E-1a(2) (Inspector General, Chaplain, Provost Marshal, Medical Agency Personnel, Staff Judge Advocate, and/or Housing Referral Office). Depending on the nature of the complaint, civilians may be referred to the Post EEO for further assistance. Importantly, individuals who report sexual harassment (to include witnesses) will be protected from threats or acts of reprisal. Threats or acts of reprisal should be reported to the DoD IG Hotline at (800) 424-9098 or DSN 664-8799. It is strongly encouraged to also simultaneously report such misconduct with the chain of command and Post IG Office, 751-5580 or DSN 734-5580.
4. High standards of honesty, integrity, and conduct are essential to assuring the successful accomplishment of our mission. Unwelcome touching, sexual jokes, innuendoes, inappropriate e-mails, or posting of sexually revealing pictures, posters, cartoons, etc. violate these standards.

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SUBJECT: Policy Memorandum #3 - Prevention of Sexual Harassment (POSH)

5. We all share the responsibility for helping to eradicate sexual harassment. Whether we are military or civilian, and whether or not we are in a command or supervisory position, we must not condone or ignore this offensive and demeaning behavior. We must deal with it swiftly and fairly whenever it occurs, so that we foster a work environment that reflects our standards of excellence.

6. *One Team, One Mission!*

A handwritten signature in cursive script that reads "William B. Brents".

WILLIAM B. BRENTS

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MEMORANDUM FOR All Training Support Battalion (TSB) Personnel

SUBJECT: Policy Memorandum #4 – Equal Opportunity (EO)

1. It is my policy to provide equal opportunity and fair treatment for military personnel, family members and DA civilians without regard to race, color, religion, gender, or national origin, and provide an environment free of sexual harassment and discrimination.
2. The EO program objectives for the TSB will focus on the following:
 - a. Eliminating discrimination, sexual harassment, prejudice, insensitive behavior and verbal abuse.
 - b. Strengthening the command climate by reinforcing the importance of dignity and respect.
 - c. Maximizing readiness by proactively preventing incidents from occurring in the first place.
3. Discrimination based on race, color gender, religion, or national origin cannot and will not be tolerated within this command. Accordingly, each commander will serve as the EO Officer for his or her respective organization. This responsibility will not be delegated. Furthermore, they are charged with setting the example and ensuring that all personnel under their direction receive equality or opportunity and are not subject to discriminatory practices and for communications on EO matters. Commanders and supervisors will be prohibited from initiating any type of disciplinary or adverse action against any soldier or civilian employee because the individual registered a complaint. Additionally, commanders will establish robust EO training programs based on the Consideration of Others philosophy. This, and all other EO Program components will be monitored through established Affirmative Action Plans, unit Quarterly EO training, Quarterly Narrative and Statistical Reviews (QNSRs), and Quarterly Training Briefs (QTBs).
4. I charge all personnel of this command to report and eradicate biases and prejudices. I expect leaders at all levels to use the administrative and disciplinary tools available to take swift and positive action to assure a healthy EO environment. Should a soldier, civilian employee, or family member believe that they are a victim of discrimination or sexual harassment, they should immediately present their concerns to their chain of command for resolution. Detailed complaint procedures are outlined in a separate policy (Equal Opportunity Complaint Process Policy Letter). They may also contact their unit/organization Equal Opportunity Representative, TSB EO Advisor, or other alternate agencies such as the Chaplain, Inspector General, Provost Marshall, Medical Agency Personnel, Staff Judge Advocate, and/or Housing Referral Office.

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SUBJECT: Policy Memorandum #4 – Equal Opportunity (EO)

5. Commanders and directors will prominently display this memorandum throughout their activities. Not only this, but also all commanders must publish and post the following separate written EO policy letters:

- a. Equal Opportunity Policy
- b. Prevention of Sexual Harassment
- c. Equal Opportunity Complaint Procedures

6. ***One Team, One Mission!***



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MEMORANDUM FOR All Training Support Battalion Personnel

SUBJECT: Policy Memorandum #5- Equal Employment Opportunity (EEO)

1. I am a strong advocate of the Department of the Army policy to provide equal opportunity in employment on the basis of merit, fitness, and capability without discrimination due to race, color, gender, religion, national origin, age, physical or mental handicap or reprisal. This applies to all employment-related actions (e.g., appointments, promotions, reassignments, discipline, training, etc.). I am personally committed to fully realizing this policy goal within the TSB.
2. I expect all supervisors to demonstrate their support for EEO as part of their overall performance. Non-supervisory personnel must accept personal responsibility for assuring that their personal conduct in the workplace is free of prohibited discrimination.
3. Civilian employees who believe they are a victim of discrimination related to EEO should speak with their supervisory chain, and can speak with the TSB/SSI EO Advisor or Post EEO Office for further guidance.
4. As we build a truly diverse work force, we must appreciate and fully use the strength of that diversity. I expect full cooperation in support of affirmative employment programs and everyone's personal commitment to incorporate the spirit and intent of EEO into every aspect of personnel management initiatives.
5. *One Team, One Mission!*

A handwritten signature in cursive script, reading "William B. Brents".

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MEMORANDUM FOR All Training Support Battalion (TSB) Personnel

SUBJECT: Policy Memorandum # 6 - Leave Processing and Control

1. This memorandum provides guidance and procedures for the submission of leave requests and establish sign-in/sign-out procedures.
2. All requests for leave will originate with the requesting Soldier. The DA Form 31 will be initiated by the Soldier and processed through the Soldier's supervisor and chain of command and forwarded to their respective companies for duty clearance and processing. If conflicts exist between duty and a requested leave, the company will work the issue with the Soldier and their respective school/duty section. Company Commanders then forward approved leaves to the TSB S 1 for further processing. The BN S 1 will only accept leave-related actions properly processed through company operation's sections.
3. All Soldiers, with the exception of A Company and C Company students, are required to sign/out and sign back in from leave at Battalion Headquarters. Signing out/in may be done telephonically or in person. The TSB SDNCO will be called at 751-3604 or 751-3605. Soldiers must be physically present in the local area at the beginning and ending of the approved leave. Soldiers departing on PCS leave must physically sign-out either at the TSB S 1 or SDNCO. (A Company students will physically sign out with their company administrative section during normal duty hours and the Battalion Headquarters after normal duty hours; C Company Soldier's physically sign-in and out with their company CQ/administrative section.)
4. If, for any reason, there is a change to the start date of leave or leave is cancelled, it is the individual Soldier's responsibility to notify their Company in writing (e.g. e-mail, memorandum, etc.) with an amended leave request prior to the leave start date. If a Soldier fails to sign-out on the start date, his/her leave form will be processed as submitted. In such cases where leave needs to be cancelled or a correction needs to be made, the individual Soldier needs to submit a corrected leave form NLT 48 hours after the change occurs.
5. In such cases where an extension of leave is desired, the Soldier will contact his/her duty section and the respective Company Commander or 1SG for the extension. The Company Commander/ 1SG will then notify the TSB S 1. During non-duty hours, requests for leave extension will be directed through the appropriate duty section supervisor (where possible) to the SDNCO. The SDNCO will then make contact and effect coordination with the appropriate Commander/1SG.

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SUBJECT: Policy Memorandum # 6 - Leave Processing and Control

6. In accordance with governing regulations, the Battalion Commander is the approval authority for any request that includes permissive TDY, OCONUS (Outside the Continental United States) leave, leave over 30 days, or advance leave.

7. OCONUS leave requires that a Soldier obtain permission to travel OCONUS not to include Hawaii, Alaska, Puerto Rico, Virgin Islands, Guam, American Samoa and Northern Mariana Islands. In addition to the DA Form 31 signed by the Company Commander, Soldiers must initiate a DA Form 4187 at their operations section and obtain a threat briefing from the TSB S2 for all countries to be visited if required. Soldiers planning to take leave outside of the country should initiate DA Form 4187 and leave form a minimum of 30 days prior to the desired departure to ensure being able to depart as planned. Before planning leave to a country hostile to the United States or a country experiencing severe terrorist activity or internal unrest, the Soldier should contact the TSB S1/S2 or go to <http://www.travel.state.gov> so that they can obtain an estimate of the lead time required to obtain permission to visit the desired country and any special processing requirements.

8. Failure to comply with the provisions of this policy may have a negative impact on Soldiers' leave balance and may subject Soldier to potential administrative or disciplinary action(s).

9. *One Team, One Mission!*



WILLIAM B. BRENTS

LTC, FC

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MEMORANDUM FOR All Training Support Battalion Personnel

SUBJECT: Policy Memorandum #7- Equal Opportunity (EO) Complaint Process

1. The EO complaints processing system addresses complaints that allege unlawful discrimination or unfair treatment on the basis of race, color, religion, gender, and national origin. The processing of EO complaints through the unit chain of command is strongly encouraged, but it is not the only channel available to soldiers to resolve complaints. Attempts should always be made to solve problems at the lowest possible level within an organization.
2. Should the complainant feel uncomfortable in filing a complaint with his/her chain of command, or should the complaint be against a member of that chain of command, a number of alternative agencies exist through which the issues may be identified for resolution. Each of these agencies provides expertise in very specific subject areas. Commanders will not preclude soldiers from using these channels in accordance with the procedures inherent/established by these agencies:
 - a. Someone in a higher echelon of the complainant's chain of command
 - b. Equal Opportunity Representative (EOR)
 - c. Equal Opportunity Advisor (EOA)
 - d. Inspector General
 - e. Chaplain
 - f. Provost Marshal
 - g. Medical Agency Personnel
 - h. Staff Judge Advocate
 - i. Housing Referral Office

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SUBJECT: Policy Memorandum #7- Equal Opportunity (EO) Complaint Process

3. Complaints by civilian personnel alleging discrimination should be handled in accordance with the procedures contained in AR 690-600, or as described in DoD and Department of the Army policy implementing 10 U.S. Code 1561, or as provided for in any applicable collective bargaining agreement.
4. Any complaint that a soldier, family member, or DA civilian does not wish to file in writing is considered an informal complaint. Informal complaints may be resolved directly by the individual, with the help of another unit member, the commander or other person in the complainant's chain of command. Typically, those issues that can be taken care of informally can be resolved through discussion, problem identification; and clarification of the issues. An informal complaint is not subject to time suspense nor is it reportable. It is recommended that anyone working on the resolution of informal complaints should prepare a memorandum of record (MFR).
5. A formal complaint is one that a complainant files in writing and swears to the accuracy of the information. Formal complaints require specific actions, are subject to timelines, and require documentation of the actions taken. A brief summary of all formal EO complaints will be provided to me through the chain of command within 72 hours of receipt by the commander or alternate agency. In turn I will provide notification to the first General Courts-Martial Convening Authority (the Post CG) within 72 hours after my notification. I expect the chain of command to follow the guidelines for investigation and summary as outlined in AR 600-20, Army Command Policy, Appendix E, Paragraph E-5.
6. Should a soldier, civilian employee, or family member believe that they are a victim of discrimination or sexual harassment, they should immediately present their concerns to their chain of command or supervisory chain for resolution. They may contact the respective organizational Equal Opportunity Representative, and/or the TSB/SSI Equal Opportunity Advisor at the TSB/SSI EO Hotline at 751-8110.
7. I will not tolerate any acts of reprisal, or attempts to suppress someone who wants to file a complaint.
8. ***One Team, One Mission!***



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MEMORANDUM FOR All Training Support Battalion (TSB) Personnel

SUBJECT: Policy Memorandum #8- Commander's Safety Policy

1. References:


- a. AR 385-10, The Army Safety Program, Feb 2000.
- b. FM 100-14, Risk Management, April 1998.
- c. SSI Policy Memorandum #8, - Commander's Safety Policy, 22 Feb 2002.

2. SAFETY FIRST! I am the primary Battalion Safety Officer and I expect subordinate leaders to take primary responsibility for safety within their respective commands/directorates.

3. Commanders/primary trainers will ensure the Safety Risk Management Process is systematically applied to training events. This five-step process requires leaders to: identify hazards; assess hazards; develop controls and make risk decisions; implement controls; and to supervise and evaluate training to see standards and controls are enforced and that controls are adjusted where necessary. FM 100-14 provides specific details on the Safety Risk Management Process and instructs leaders on proper completion of risk management worksheets. TSB leaders will complete a risk management worksheet prior to each and every training event.

4. Risk management must actively be applied 24 hours a day, 7 days a week. The Army experiences more loss of life during off-duty, personal time than we do in training or deployed operations. Privately owned vehicle (POV) accidents claim more Soldier and civilian lives than any other single incident. Ensure your safety program fully addresses off-duty behavior and that it provides Soldiers/civilians with training and guidance to reduce the risk of death or injury from POV accidents. Let's make safety a way of life.

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MEMORANDUM FOR All Training Support Battalion (TSB) Personnel

SUBJECT: Policy Memorandum #9 - Reenlistment Incentive Program

1. The Army Retention Program is a Commander's Program. The program is designed to retain only the highest quality Soldiers in today's Active Army, Army National Guard, and Army Reserve. All commanders are responsible for developing, implementing, and maintaining an aggressive and independent Army Retention Incentive Program that is consistent with established policies, directives, and governing laws.
2. Each company commander within the TSB will publish a memorandum outlining the unit's reenlistment incentive program. The memorandum will be posted on the unit retention bulletin board and provided to Soldiers entering a reenlistment window. Reenlistment incentives will include, but are not limited to:
 - a. Providing the remainder of the day off following a reenlistment ceremony;
 - b. Awarding of a 4-day pass to be taken within 30 days after reenlistment; and/or
 - c. Exemption from company duty rosters for a period of 30 days from the date of reenlistment.
3. Company commanders are further encouraged to develop and implement other appropriate incentives and to share those incentives with their fellow commanders. The success of our retention program depends upon a positive command climate, vigorous leader involvement, and aggressive reenlistment programs at all levels. As such, success is directly indicative of the quality of leadership provided by our officers and noncommissioned officers. Take retention programs seriously and help to grow the leaders that will secure our Army's future successes.
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MEMORANDUM FOR All Training Support Battalion (TSB) Personnel

SUBJECT: Policy Memorandum #10 – Standards of Conduct

1. All members of the Soldier Support Institute are expected to maintain the highest standards of integrity and conduct in all official actions. Commander will ensure that all newly assigned personnel, both students and permanent party, are briefed on the Joint Ethics Regulation (JER) and this policy memorandum. In addition, each assigned member of the Institute will review the JER and this policy annually.
2. Government service or employment brings with it a public trust that requires us to place loyalty to the nation, ethical principles, and the public law above private gain and other interests. This is a trust we accept willingly and without reservation.
3. Company commanders are further encouraged to develop and implement other appropriate incentives and to share those incentives with their fellow commanders. The success of our retention program depends upon a positive command climate, vigorous leader involvement, and aggressive reenlistment programs at all levels. As such, success is directly indicative of the quality of leadership provided by our officers and noncommissioned officers. Take retention programs seriously and help to grow the leaders that will secure our Army's future successes.
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